

OM 004-2003 CRISIS MANAGEMENT TRAINING - FY 2003



Operations Memorandum

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DATE: 1/27/2003
SUBJECT: Crisis Management
Training - FY 2003

EXPIRATION DATE: 1/27/2004

1. **PURPOSE AND SCOPE.** Crisis Management Training is designed to provide crisis management responders (i.e., Wardens, Associate Wardens, Captains, Hostage Negotiation Teams (HNT), Tactical Team/Crisis Support Team (CST) members and support personnel) with an opportunity to train as an integrated unit.

Staff will participate in a variety of exercises and training sessions which demonstrate component capabilities and reinforce locally conducted training activities. Evaluations of team performance will be completed by trained cadre evaluators coordinated through the Office of Emergency Preparedness (OEP).

Crisis Management Training activities should not duplicate the certification process. Activities should focus on skill training and operational challenges (scenarios) which assess team readiness and enhance operational effectiveness in crisis resolution.

2. **DIRECTIVE REFERENCED**

PS 5500.09 Correctional Services Manual (10/27/97)

3. **BACKGROUND.** The Bureau maintains a broad capability for responding to critical incidents. Specifically, the agency possesses tactical capabilities through its Special Operations Response Teams (SORT) and Disturbance Control Teams (DCT), negotiation skills through its HNTs, and debriefing and family services through its CSTs.

The Bureau Command Center management structure is designed to establish an incident specific, effective, information management and command coordination system. The development of Crisis Management Training recognizes the value of conducting realistic, challenging training. Activities which test the integrated crisis management components' operational capabilities provide

the only realistic means to assess readiness levels.

4. **OBJECTIVES.** Crisis Management Training for FY 2003 has three primary objectives.

a. Provide information management system (Rapid Start) training and familiarization to Crisis Management Components on advanced Command and Control methods.

b. Provide components with structured opportunities to work as a unified, integrated Crisis Management Team (CMT). Participants will be tasked to resolve scripted critical incident scenarios. Coordination will be by controller teams, assembled from subject matter training cadres.

c. Provide CMTs specific feedback designed to improve overall skill, efficiency and assess future training direction to enhance operational capabilities.

5. **FUNDING.** Funding will be provided to each Regional Controller for CMT expenses. The OEP will fund travel for OEP evaluation and support personnel.

6. **STAFF ATTENDANCE.** All authorized SORT, HNTs (Teams from Institutions with SORT, two representatives from non-SORT institutions), two CST representatives per institution plus Wardens, Associate Warden, Captains from institutions with authorized CMTs.

Each region will assemble a cadre of role players to provide for realistic scenarios.

7. **SITE.** The training may be conducted at any time during FY 2003 with sites and dates selected and approved by the respective Regional Director(s). Logistical criteria outlined in this OM should be considered when selecting a site.

Joint Crisis Management Training sessions will be conducted by the Northeast (NER) and Middle Atlantic (MXR) Regions. Planning calls for two additional regions to also conduct joint training sessions in FY 2003. Joint sessions require effective coordination of logistics to ensure efficient and effective training outcomes.

8. **CORE ACTIVITIES/LOGISTICS.** Outlined below are the core activity guidelines. The OEP will furnish guidelines for each of the core activities to ensure consistency. Staff from the OEP will be assigned as Liaison to assist each region.

a. **Orientation/Safety Briefing.** An operational orientation and safety briefing for each CMT element and scenario role players will be completed before initiation of each skill specific or scenario based training activity by assigned scenario coordinators (i.e. range/munition safety, out of role signals, site specific safe/caution areas etc, emergency medical contact procedures, etc.).

Stun/Distracton Device deployment in any training activity or scenario will only be into identified "safe" areas or into containment vessels designed to absorb the munition's blast effect.

b. **Critical Incident Management**

(1) **Target Staff.** Wardens, Associate Wardens, Captains, Hostage Negotiation Leaders, Tactical Leaders, CST Leaders, Command Support Personnel

(2) **Logistics.** Classrooms or large meeting room to accommodate the total group.

(3) **Time Frame.** 90-120 Minutes (**Prior to Scenarios**)

c. **Mock Scenarios**

(1) **Target Staff.** All CMTs

(2) **Time Frame.** Three hours (minimum) per scenario.

(3) **Control Element.** Crisis scenarios will be developed applicable to the physical locations available and topic area. OEP Tactical Cadre evaluators will be assigned to each of scenario, for technical assistance and evaluation of CMT element performance.

Command Centers for scenarios will be equipped with recorder systems utilizing the "Rapid Start" information management program, capable of "network" communication among Tactical, Negotiation, and Command elements. The OEP will provide equipment and coordinate cadre staff to operate these Rapid Start systems for instructional and familiarization purposes.

d. **Types**

(1) **Hostage - Initial Response/Stabilization.** This activity will assess capability to activate the Crisis Management components effectively, integrate element communication, and establish control of the crisis scene.

Areas of Evaluation: Tactical containment/perimeter, crisis assessment, establishing negotiations (Stage 1+2), Command/Tactical (TOC)/Negotiation (NOC) element activation, Communication system development, emergency assault planning, CST activation, etc.

- (2) **Hostage - Deliberate Resolution Stage.** Simulating later stage deployment, CMTs will be required to address scenario elements of a long term crisis situation.

Areas of Evaluation: Coordination of Strategy development, deliberate planning (including TOC and NOC input and participation), delivery, exchange, surrender coordination, activities HNT stage 3-5, organization and evaluation of intelligence gathering (M/O and perimeter intelligence, liaison interaction, TOC/NOC coordination), CST concerns and deployment, Command Center information maintenance, Component communications.

The OEP will provide expanded operational support for scenario 2, in an instructional/advisory role.

e. **Support.** Cadre Trainers from each CM element will provide operational support:

- ! **TOC** (Logistics and surveillance equipment and information management, communication equipment)
- ! **NOC** (Advisory/Communications)
- ! **Command Information Management** (Rapid Start Cadre)

The OEP will coordinate and fund the participation of these support personnel. Integration of these functions into the scenario will be coordinated with Regional CMT planners prior to the CMT sessions.

9. CERTIFICATION STANDARDS. Certification procedures will be completed at the local level and monitored by Regional staff.

Guidelines for these certifications will be distributed to Regional staff by the Office of Emergency Preparedness. Regional staff will notify all institutions of equipment and logistics support needed to certify all Crisis Management Teams.

Any team failing to certify in any of the designated skill area standards shall require additional training and re-certification in the deficient area(s).

Certification documentation will be forwarded to OEP by the regional Correctional Services Administrators by January 15, 2004 for 2003 certifications.

10. **ASSESSMENTS.** Upon completion of each training session, Regional and Central Office staff will provide each institution with an assessment of their performance in core skill areas. This evaluation will summarize the ability of each institutions teams to apply crisis management skills as observed and evaluated during the training scenarios.

OEP will utilize this information to formulate recommendations for future Crisis Management Training in an summary annual report of overall CMT performance evaluation findings.

/s/

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